



**PARTNERS
FOR BRENT**

Brent Local Strategic Partnership

ANNUAL REPORT

January 2007 – March 2008

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Foreword

Welcome to the Partners for Brent first Annual Report. This report looks back on the Partnership achievements and developments over 2006-07 and 2007-8. During that time the partnership has successfully delivered our Local Area Agreement(1) and carried over the stretch targets into LAA(2), developed the Health & Well-Being Strategy and the Neighbourhood Renewal Programme across Brent's priority wards.

Much of our attention has been focussed on the development of the LAA(2), the Review of LSP Governance and performance reporting arrangements, the local Government White paper and developing robust partnership evidence based systems and delivery of the NRF programme across our priority wards and the successor programme Working Neighbourhood Fund which will focus on those communities furthest from the workplace.

Developments in all these areas will have an impact on the Partnership's work programme and agenda over the coming year.

I hope you find this Annual Report an interesting update on the work of Partners for Brent. Please use the contact details at the end of the report if you would like any further information or want to get in touch. Finally I would like to thank the LSP members for their hard work and commitment and the successful delivery of the LAA(1) ensuring that we are well placed to deliver LAA(2) and strong performance in next year's Comprehensive Area Assessment process. We will continue to rely on the positive contribution of the members of the partnership to take our work forward.

Paul Lorber
Chair of Partners for Brent
Leader of Brent Council

About Partners for Brent

It is a statutory requirement for all local authority areas to form a Local Strategic Partnership (LSP). The role and function of the LSP is to develop cross agency strategies and work programmes to address local community priorities and set out in the Sustainable Community Strategy. The aim is to use partnership working to make real improvements in the quality of life for local people. It brings together all of the key stakeholders, the council, police, the health service, public services, voluntary and community groups and business. In particular it gives residents a much stronger say in the way services are provided and ensures that services work together to achieve the objectives of the borough's Sustainable Community Strategy.

- Responsible for drawing up Brent's Sustainable Community Strategy with focus on co-ordinating partnerships in Brent.
- Sets key short term priorities and establishes a long term vision
- Oversees how Working Neighbourhood Fund is spent
- Ensures planning and delivery of limited number of strategic activities which contributes to the overall vision
- Reviews the Sustainable Community Strategy
- Reviews partnerships and recommends improvements

What the Partnership does

The partnership co-ordinates activity across the public, voluntary and community sectors to achieve the goals of the Sustainable Community Strategy. This means the Partnership:

- Oversees the borough's community planning, to improve the quality of life for all who live and work here.
- Delivers the Working Neighbourhood Programme, targeting resources on those residents and communities most in need to tackle high levels of worklessness and deprivation.
- Promotes maximum communication and co-operation.
- Gives local people a stronger voice in how services are delivered.
- Brings together plans and projects and establishes agreed priorities for delivery.
- Makes the most of available resources.
- Ensures ambitious targets are set and monitors delivery of shared objectives.

Guiding Principles

'Partners for Brent' believe that:

- an independent, vibrant and diverse voluntary and community sector has a valuable and crucial role in regenerating and improving our borough;

- working in partnership with voluntary and community sectors can increase the active participation of Brent's residents and marginalised groups; and
- involving local community representatives supports the partnership in achieving its vision, aims, and objectives.

Information Sharing

- 'Partners for Brent' and 'Brent Community Network' will make sure information is shared about its work and initiatives with the widest possible audience.
- Reports, minutes, and briefings relating to the partnership and its thematic sub-groups will be circulated to partners.
- Regular partnership bulletins should be provided on the partnership's activities

Review of LSP period January 2007 to March 2008

During 2007-08 the full LSP met on five occasions to consider its normal business. The agenda topics have been wide ranging. There were two topics considered by the LSP consistently occupied the LSP during this period. These were the development of the new Local Area Agreement and the review of the LSP's governance arrangement.

Background

The Local Government Act 2000 placed a duty on local authorities to (1) prepare a Sustainable Community Strategy (SCS), the aim of which is to promote the social, economic and environmental well-being of the area; (2) introduced new powers to work in partnership – in particular, establishing local strategic partnerships; and (3) required that all local authorities move away from the traditional committee style of decision-making.

In April 2006 Partners for Brent agreed its first LAA. This was an ambitious programme designed to operate as the delivery plan for the Brent Sustainable Community Strategy 2006-2010. Our first LAA has proved a successful delivery mechanism for our joint community priorities and has facilitated a more rigorous approach to effective performance management of joint objectives and innovation in partnership delivery models.

In addition to setting the long term vision for Brent, the SCS identifies the key challenges and vision for Brent and the action required to deliver these aspirations. It was therefore agreed that each version of the SCS would cover a

period of four years. Therefore a refresh of the SCS is scheduled to be undertaken in 2010. The SCS provides the strategic framework for the LAA.

A LAA is a three year agreement setting out the priorities for the local area. It is agreed between central government, and the local authority and key local partners. It provides a platform for bringing local public service providers together to agree what the priorities are for the area, what needs to be done to address them and to marshal resources in that direction.

LAA 2007-08

During 2005 developed its draft of the first 3-year LAA which was submitted to the Government Office at the end of 2005 and commenced in April 2006. It focused on a set of outcomes that included a significant number of actions that the government has deemed mandatory for all LAAs.

Although Brent had developed its initial LAA in 2006 for a three year period, the Local Government and Public Involvement in Health Act 2007 changed the emphasis and placed much more importance on developing local priorities. A new LAA focused on delivering local priorities and building upon our initial LAA was agreed in June 2008. The annual monitoring report for the LAA 2007-08 was submitted to the LSP in May.

LAA (2) 2008-2011

The new regime, which will set out fundamentally different arrangements for LAAs from June 2008, provides a greater focus on local priorities and joint partnership delivery

The LAA consists of:

- A base set of pre-existing statutory educational and early year's targets
- Up to 35 improvement targets drawn from the national indicator set (of 198 indicators). The indicator set was published in November 2007.
- Include purely locally-agreed targets – to better reflect the full range of challenges for Brent local targets that have been agreed by all partners. The LAA will form the major part of an overall delivery plan to achieve the SCS vision. (see Appendix 1)

During 2007

During 2007 the LSP worked to identify Brent's priorities for the Local Area Agreement and the Sustainable Community Strategy.

Discussions on the key challenges facing Brent were held with partners individually, as well as collective discussions at meetings of the LSP. There was a formal consultation period from September to November 2007 during which a

great deal of information was gathered, this was analysed and fed into the draft Brent – The Story of Place which as considered by the LSP meeting in February 2008.

We have built on the experience gained over the past 18 months of LAA working on the principles and process used to develop the local priorities proposed within our new LAA. Many of the community issues addressed within our first LAA remain current and relevant, but we are seeking to tackle them in a more integrated manner viewing our LAA as a coherent package of initiatives, with mutually reinforcing benefits. The priorities we have identified are inter-related with strong cross-cutting linkages and outcomes. In developing our LAA the LSP agreed a number of principles to inform the selection of our priorities. These were:-

- To focus on the preventative agenda.
- Achieving greater efficiency in the delivery of public services.
- Promoting inclusion and tackling inequality experience by the most vulnerable communities in Brent
- Promoting community cohesion

In addition there are four strong cross cutting themes which unite our LAA priorities and address the most pressing community concerns within the borough. These are:-

- Tacking crime and the fear of crime.
- Supporting children and young people to achieve their potential.
- Regeneration and creating prosperity
- Promoting environmental sustainability.

The high level outcomes form the basis of action planning in the SCS and a framework for the LAA indicators. The indicators identified measure our progress towards achieving these high level outcomes and thereby delivery of the SCS.

The duty to produce a SCS and an LAA rests with the Council. However, in fulfilling the duty the Council must seek to achieve collective consensus through the LSP on the content of the LAA for the area.

Community and Voluntary Sector Engagement

As part of the involvement of the local voluntary sector as potential partners in delivering the agreed LAA targets Challenge Days attended by representatives of VCS organisations were held in October 2007. In addition there were discussions of the proposed LAA indicators across the wider LSP theme groups.

Review of Local Strategic Partnership Governance Arrangements

During 2006 the LSP received a number of reports and reviews that had an impact on how the LSP might develop. Notably the Audit Commission's review into the developing performance management arrangements for partnership working, placing particular focus on the areas of health and crime and disorder reduction.

The review found that partnership working is well established across services and client groups; however, performance management arrangements are still evolving. It found that arrangements for the governance, monitoring and delivery of individual partnerships was at various stages of development and made recommendations which focused on improvements for overall performance management, financial planning scrutiny and audit and complaints handling.

In addition it was noted that the Government's paper 'LSPs: Shaping the Future' suggests that the role of the LSP would continue to evolve, particularly in light of the development of the LAA and the Community Empowerment White paper (Unlocking the Talent of Our People). The LSP therefore agreed to undertake a review of its governance arrangements setting out timescale for action by partners which will prepare the Partnership for the new Comprehensive Area Assessment in March 2009.

Children & Young People Strategic Partnership

A major priority of the Children and Young Peoples Strategic Partnership Board continues to be to progress a multi-agency approach to service delivery and joint commissioning against agreed partnership priorities. Over time providers and commissioners of children and young people's services will increasingly work together to plan long term resource strategies and commission services. The Children and Young People's Plan is a developmental tool which is being used to shape and drive partners' business planning through establishing a shared assessment of need, and by reflecting a shared set of priorities that address these needs. Enabling resources are being provided through Local Area Agreements (LAA) to support a number of priorities in the CYPP.

Issues to be addressed during 2008-09

The Board is currently reviewing its structures to increase capacity for transforming the way services are delivered within the five localities and implementing a robust joint commissioning approach to improve outcomes for all children and young people while maximising available partnership resources.

Health and Social Care Board

A key achievement during 2007-08 has been the development of the Joint Strategic Needs Assessment (JSNA) and the Health & Well-being Strategy 2008-2018. This has been a collaborative project between Brent Council and Brent Primary Care Trust. The JSNA provides a comprehensive assessment of the needs and issues affecting our local population. It is the evidence base for the

Strategy and will provide the basis for future commissioning decisions and investment regarding the provision of health and wellbeing services in Brent.

The ten year strategy outlines Brent's vision for addressing local health inequalities and promoting healthy life style choices which support the prevention of ill-health. The Strategy also has a strong focus on improving the broader social and economic determinants of health such as employment, income, crime and housing. The strategy will directly deliver the health and wellbeing objectives of Brent's Community Strategy and these will be monitored against the challenging targets we have set within our new Local Area Agreement 2008-2011. The action plan will be updated every two years during the 10 year life of the strategy.

The Health and Social Care Board were involved in the initial process of developing the priorities for the Strategy. Their input into this process meant that a key local issue, Tuberculosis, was taken up as a key priority of the Strategy as well as a priority within the new Local Area Agreement.

The Strategy and JSNA are being considered by the Health Select Committee throughout June and July and will go to the Local Strategic Partnership (LSP) for approval on the 30th of July.

Issues to be addressed during 2008-09

Over the next two years the council and partners will use the objectives established by the draft Health and Well-being strategy to develop future work-programmes to achieve a significant reduction in health inequality and an improvement in the well being experienced by all residents in Brent. This will be taken forward through a challenge session comprised of members from across the Council and PCT.

Crime Prevention Strategy Group

The Crime and Disorder Act 1998 promotes the practice of partnership working to reduce crime and disorder and places a statutory duty on police and local authorities to develop and implement a strategy to tackle problems in their area. The Brent Crime and Disorder Reduction Partnership operates under the title of the Crime Prevention Strategy Group (CPSG) and its function is to promote community safety and tackle crime in Brent.

This strategy aims to address five key priorities:

1. **Anti-social behaviour (ASB)** – hate crime, enviro-crime, arson-related ASB and nuisance behaviour
2. **Acquisitive crime** – personal robbery, burglary and motor vehicle crime
3. **Violent crime** – guns, knives and gangs; domestic and sexual violence; and problematic public alcohol consumption

4. **Drug and alcohol misuse** – treatment, young people, communities, availability and the Drug Intervention Programme
5. **Partnership development** – delivery, performance management and strengthening the partnership

In addition to this, the document sets out a number of cross-cutting themes that are applicable to all five priorities: victims, witnesses and vulnerable communities; youth; offenders; fear of crime; businesses; and transport.

The Brent Crime Prevention Strategy Group (CPSG) has achieved its aim over the last three years by reducing crime overall by 21% and the overarching Fear of Crime target of reducing the number of residents who feel threatened by crime in there are 'a great deal' and 'a fair amount' from 66% (2004) to 50% in 2007 with just 41% of residents expressing such fear.

This year 2007-8, the partnership implemented a borough wide Controlled Drinking Zone (CDZ). Brent's approach to the management of the scheme is ensuring that there is a balance between support to vulnerable on street drinkers and enforcement through police powers.

An improved robust structure for Not Another Drop (NAD) which creates confidence around the partnership approach to gun, gang and knife crime. This was achieved by employing a dedicated individual responsible for diversion, education, prevention and community engagement initiatives. The last year has seen no fatalities. The Annual Peace March held on 14th September 2007 attracted over 300 residents marching from Stonebridge to South Kilburn. The new website can be accessed at www.notanotherdrop.com

It has been a very busy year for the Domestic Violence strand of the Serious and Violent Crime theme. The establishment of a Domestic Violence Advocate service (IDVA). The service offers crisis support, safety planning and assistance accessing appropriate services including support at court run by Advance Brent. Brent Specialist Domestic Violence Court (SDVC) since April 2007 has dealt with over 230 cases and increased the amount of successful outcomes by over 50%.

Safer School Police Officers are now deployed in our Secondary schools, which develop positive relations between the police and young people and tackle street crime and improve behaviours in schools. The Youth Inclusion Programme (YIP) for children 8 – 17 years in Church End has developed a structured and popular weekly intervention programme, which included extended provision during school holidays.

The Brent Crime Reduction Partnership produces a newsletter, which is available on the BRAIN website under the Safety section www.brentbrain.org.uk The summary of the new Partnership Plan for the reduction of Crime , Disorder,

Misuse of Drugs and Behaviour Damaging to the Environment in Brent 2008-11 is now available on BRAIN

Brent Community Safety Board – 2006/07 saw the creation and growth of the Brent Community Safety Board. The group came into being towards the end of 2005/06 and in the course of the year it developed into a new mechanism where members of residents, community and voluntary groups could engage with the Borough Commander to discuss policing matters and meet and hear from Council officers responsible for community safety in Brent. The group heard presentations on anti-social behaviour, crime statistics and counter-terrorism and made a successful bid for funding to the Metropolitan Police Authority to continue its work into 2007/08.

Partnership working –Senior operational practitioners attended a partnership day in Wembley to assist in the development of next years action plan. It has continued with the pooling of specialist community safety funding held by the police, the Council and the Drug and Alcohol Action team. This money is now managed collectively through a partnership resource management group and is resulting in improved community safety outcomes for the Borough.

Sustainability Forum

The Brent Sustainability Forum (BSF) was launched on 14 November 2007 at the Bridge Park Community Centre. The purpose of this forum is to bring together the vast array of sustainability based projects, initiatives and efforts that are taking place in the borough of Brent. BSF would provide the support network to assist businesses, community groups and individuals that are either currently taking action, would like to take action or feel they have a role to play in driving sustainability forward in Brent.

Brent Council launched the BSF precisely to coordinate these actions and to identify the opportunities that lie ahead. The launch event was attended by 50 representatives of the public, private, voluntary and social sectors in Brent Council. Robin Stott, one of the London Sustainable Development Commissioners, described the work being developed in London and encouraged Brent to take advantage of the London Leaders Programme to promote the work being developed in the borough. This was followed by a number of updates as to what is being done in Brent Council – where a number of projects and initiatives were highlighted to give a flavour of the diversity of projects being undertaken in the name of sustainability. An introduction to the potential and possibilities of the BSF was presented by the newly appointed Environmental Projects and Policy Manager in Brent Council.

Later in the year the Forum held a seminar on Sustainable Travel and Transport and established a core group of key stakeholders that provides the BSF with leadership, expertise and direction.

The BSF produces a quarterly newsletter which promotes environmental work being delivered by local groups.

Issues to be addressed during 2007-08

- Selection of 2 or 3 priority projects for the Forum to deliver and the establishment of project teams to deliver the projects.
- Development of the BSF website, either as part of Brent website or the launch of an independent website.
- Development of the Brent Climate Change Strategy & Action Plan.
- Deliver an annual conference in December 2008 to report on progress and promote the work of the Forum's members.

COMPACT/ Change Up

Partners for Brent approved and adopted the compact in late 2003 and we have registered it with the National Council for Voluntary Organisations, who keep the official register of local compacts in England. We wanted our compact to describe how we work together and provide clear guidance on what organisations can do to improve their relationships across the different sectors.

We set up a small multi-agency working group that developed our compact over a number of months based on a series of consultations with Brent's voluntary-, community-, public- and private-sector organisations. The working group was set up made up of senior officers from Brent council, Brava, Brent Community Network, Brent NHS Teaching Primary Care Trust and the London Fire Brigade. The intention was that regular reports would be made to Partners for Brent on how well the compact is working, though this has not always happened.

Brent's Corporate Strategy 2006 – 2010 states that one of its priorities is to: *'Improve and develop relationships with the voluntary sector to support the effective functioning of the voluntary sector and the achievement of community priorities'*

In 2007 the Overview and Scrutiny Task Group conducted a review which examined voluntary sector funding to ensure they are reflective of corporate priorities. A task group report formed part of that review, and their recommendations were adopted by the Executive.

The Voluntary and Community Sector (VCS) is undergoing a transformation that parallels the change driving local government and the health service. Central government programmes are requiring an enhanced role for the VCS in planning and delivering key public services and Voluntary and Community Organisations (VCOs) are responding with a process of modernisation to sharpen and develop their *fitness for purpose* as mainstream service-providers.

This programme of change is addressed by the *Compact*, launched by central government in 1998 as a way of restructuring the relationship between the VCS and its statutory partners.

Building on Success

The Compact's value is in enabling the statutory and voluntary sectors to build on the existing commitment to partnership working in the borough. Key gains will be established through negotiations in priority areas, such as funding and community involvement.

Compact Principles

In launching the Compact process in July 2002, all partners agreed to sign up to the following set of shared principles:

- Voluntary action is an essential component of democratic society
- An independent and diverse VCS is fundamental to the well-being of society
- In the development and delivery of public policy and services, statutory bodies and the VCS have distinct but complementary roles
- There is added value in working in partnership towards common aims and objectives. Meaningful consultation builds relationships, improves policy development and enhances the design and delivery of services and programmes
- Statutory bodies and the VCS have different forms of accountability and are answerable to a different range of stakeholders. But common to both is the need for integrity, objectivity, accountability, openness, honesty and leadership.
- VCOs are entitled to campaign within the law in order to advance their aims
- Statutory bodies play a significant role, among other things, as a funder of some VCOs. Funding can be an important element of the relationship between statutory bodies and the VCS.
- Both statutory bodies and the VCS acknowledge the importance of promoting equality of opportunity for all people, regardless of race, age, disability, gender, sexual orientation or religion.

Issues to be addressed in 2008-09

At their meeting in September 2007, following a presentation by an officer of the Compact Voice, the Partners agreed to re-energise the Compact Working Group and to contribute to the local strategic partnership by producing an action plan and tracking statistics regarding what had already been achieved with their services. On the basis of information collated, the Working Group would produce a working Plan and work towards developing an Action Plan for the implementation of the Compact in Brent. Partners also agreed to nominate two compact leads in each of their services. Of the two, one would serve as a member of the Compact Working Group, and the other would act as the Compact Champion. Partners also agreed to explore the possibility of resourcing the implementation of the proposed activities. That is expected to generate work to dominate the Compact agenda in Brent over the financial year 2008/2009.

Sports, Culture and Learning Forum

The Brent Culture, Sport and Learning forum has held two meetings to date and has confirmed its membership, terms of reference and agreed an outline work programme. The Forum is chaired by the Principal of the College of North West London and it has been agreed that members of the forum should be providers of cultural, sports and learning opportunities in Brent. Members include CNWL, Brent Council, Wembley Plaza Hotel, Wembley National Stadium, Brent Community Sport and physical Activity Network, Pro-Active West London, Wembley Arena, Federation of Patidar Associations and link regional agencies, including the Arts Council and MLA London.

Issues to be addressed in 2008-09

The forum will oversee the development of the new Brent Cultural Strategy to start in 2009, the delivery of the 2012 Action Plan and oversee the development of a plan for Personal and Community Development Learning opportunities.

The Employer Partnership

The Employer Partnership is an economic development partnership of Brent Council and local business partners working to coordinate employer engagement in the borough and has one representative on the LSP. The EP brings together public and private organisations and businesses to support economic growth and enterprise in the borough, maximising benefits for local business and the local community.

To promote economic growth by providing businesses with the environment and information they need to compete.

To be the interface between businesses and the local council and business partners on issues related to economic development.

To work with businesses to reduce unemployment levels in the borough through greater provision of work placements and employment opportunities for local residents.

Issues to be addressed in 2008-09

- Regulation Seminars. Businesses will be informed of existing programmed seminars run through local agencies. Any gaps in this provision will be identified and additional seminars run to meet local need.
- Bi monthly e-newsletter highlighting procurement opportunities within the Council/Olympics.
- Monthly provider meetings involving one key contact per agency.

LSP Membership

Partnership Director of Learning & Skills Council
Director of Education
Principal of College of North West London
5 Voluntary & Community Sector Partnership representatives
The Chief Executive of Brent Council
Leader of Brent Council
The Chief Executive of Brent PCT
The Borough Commander, Metropolitan Police
The Borough Commander, Fire Brigade
Chair of Brent Association for Voluntary Action (BrAVA)
District Manager Job Centre Plus
Chief Executive of NEWL Hospital NHS Trust
Director of Partnerships, Central & NW London Mental Health
Employer Partnership
Registered Social Landlord Representative

Partnership Issues to be addressed during 2008-09

- Partnership Governance Structure
- Neighbourhood Working
- Developing the CAA framework
- LAA Area Based Grant
- Develop Performance Plus as a partnership knowledge base
- PfB Website
- Risk Management
- Financial Management / VFM assessment / Use of Resources / Funding streams – joint financial planning, procurement and scrutiny of externally funded projects, efficiency gains of partnership
- Consultation

Partnership Performance Management

In February 2008, Partners for Brent received a report outlining the necessity to develop a partnership performance management framework.

The Partnership agreed to establish a Partnership Performance Management Group (PPMG) to coordinate the performance management of the new NI set with particular emphasis on the LAA and the CAA.

Central to this group's role will be the development of the Partnership Performance Management Framework. This framework will outline the accountabilities, structures and processes for collecting, monitoring and reporting performance across the partnership. Data quality processes will be established particularly regarding how data is verified and validated. This will ensure data is accurate, valid, reliable, timely and relevant. The framework will go beyond looking at processes, however, and establish how the partnership will come together to jointly analyse performance across the borough and collectively act on cross cutting issues of poor performance.

Monitoring and analysing performance across the borough will be critical to how we continue to work together in the future to deliver coordinated services to the community. A key role of the group will be to monitor and analyse performance against the NI set and the LAA indicators. Members of the group will be accountable for explaining poor performance and feeding back relevant performance issues to their organisation for action.

Currently the council is undertaking a mapping exercise of all points of information sharing across the council and with our partners. This project will form a core component of the groups work programme. In particular issues and challenges regarding the benefits and risks of information sharing will be explored. Arrangements and protocols for sharing of key data sets will be established where required, in particular for the LAA and NI set.

Membership, Meetings and Reporting

The PPMG will directly report to the LSP. Members will also be expected to feedback individually through their organisations internal management structures. Overall there has been an improvement of partnership performance and we are on track to achieve all but one of our Local Area Agreement (LAA) stretch targets. This could result in the council getting a reward grant of £8.6 million.

The Partnership will need to monitor performance more rigorously as it will be increasingly important when the new CAA regime is introduced.

Partnership Complaints

In July 2007 the Local Government Ombudsmen issued a Special Report 'Local Partnerships and citizen redress' which gives advice and guidance on handling complaints where there is a partnership of service providers. The guidance

reflects the dramatic shift from the traditional model of service delivery directly by local authorities towards partnership working between local authorities and other public sector bodies, the private sector and the third sector.

Issues to be addressed during 2008-09

Ensuring that good governance within PfB is developed around partnership complaints and protocols are in place for every partnership to which the council belongs with arrangements for regular review.

The government also issued statutory guidance following the enactment of the Local Government and Public Involvement in Health Act on 30 October 2007. This guidance is called, "Creating Strong, Safe and Prosperous Communities".

The act places a duty on named partners to cooperate to agree the targets in the LAA, and to make sure they are achieved.

The statutory guidance makes clear the LSPs should communicate the progress of LAA targets to local people.

And, from 2009, the new comprehensive area assessment (CAA) will replace the comprehensive performance assessment (CPA). CAA will emphasise the capacity and effectiveness of an LSP in delivering the LAA's priorities.

Monitoring the Data

PfB recognises that it needs to ensure that it has the capacity and resources to manage performance effectively to deliver the vision for Brent.

Brent Council has recently purchased a new performance management system called Performance Plus. Implementation of the system will take place in phases, with the LAA themes and improvement plans being mapped onto the system as part of the first phase. The system will provide a single database where information is collected once and used multiple times. It has great potential for creating a Brent corporate /partnership knowledge base; it is proposed that in the later stages of implementation it will become accessible to partners. As referred to earlier in this report, it is essential that robust governance arrangements are in place to ensure performance management of the Sustainable Community Strategy and LAA action plans. The establishment of Priority Lead Group will provide updates on LAA targets.

Equality Impact Assessment

An Equality Impact Assessment (EIA) has been undertaken on the Partners for Brent Local Area Agreement/ Sustainable Community Strategy. The strategy affects all people who live, work, play and do business in Brent, therefore it should ultimately improve the quality of life for all of these people.

The LAA will form the central part of Comprehensive Area Assessment (CAA) which will be replacing CPA as the main way in which the Council will be assessed. CAA has a strong focus on Partnership working to achieve local priorities, and a judgement on how Brent is placed to achieve against their priorities.

The LAA is the delivery mechanism for the Brent Sustainable Community Strategy 2006-2010, and the priorities contained in the LAA address elements of all the service areas across Brent. The four strategic priorities (Crime, Regeneration, Sustainability and Young People) of the current Brent Council administration are also represented in the priorities included in the LAA.

The aim of the LAA is to reduce inequalities and improve services for those who need them. Many of the individual projects will be targeted at those groups who are currently experiencing unequal service, or face some marginalisation in society, or have been identified as a group with specific needs which should be addressed through an LAA project and priority. The individual projects of the LAA have all undertaken Equalities Impact Assessments.

Impact Needs Assessment Consultation

During July and August 2007, the LAA Team in the Policy and Regeneration Unit, Brent Council, undertook a round of consultation meetings with Council Departments, Key Partners, the Strategic Partnership Boards (Children and Young Peoples Strategic Partnership Board, Health and Social Care Partnership Board, Crime Prevention Steering Group), the Brent Association for Voluntary Action (BrAVA) and Partners for Brent, to ask them for their initial proposals for the 35 priorities in the LAA.

All of these priorities will have been based on evidence of their need, including consultation with service users where relevant, and statistical profiling of the borough available as a document called the "Evidence Base".

In November 2007, a series of "Challenge Days" were held to decide the final set of priorities to put forward to Government Office for London. The Challenge Days were themed, with a Children's and Young People Day, a Safer and Stronger Communities Day, a Healthier Communities and Older People day, and a Economic Development and Environment and Housing day. The Challenge Days were attended by a range of Council staff, Council Members, other public service agency staff, and representatives from a number of voluntary organisations working across Brent. At the Challenge Days the priorities put forward after the first round of discussions with departments were debated and accepted as priorities for the LAA, and some others were tabled and accepted by the attendees.

Moving towards CAA

The Comprehensive Area Assessment (CAA) is the new assessment framework for councils and their partners in England. Judgements made in the CAA will feed into partners own inspection regimes even if they are currently inspected separately to the CAA. Key components of the CAA which will affect statutory partners in the local area are:

- an annual area risk assessment
- performance against the national indicator set
- annual use of resources judgement (organisations will be assessed separately)
- annual direction of travel assessment (council only)

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July 2008

Appendix 1

The complete list of 35 LAA priorities for Brent are:

1. Crime Prevention
2. Anti Social Behaviour and reassurance for victims and the public
3. Serious Violent Crime
4. *Domestic Violence (existing stretch target)*
5. *Residential Fires (existing stretch target)*
6. *Street Cleanliness (existing stretch target)*
7. Recycling
8. Adapting to Climate Change
9. Reducing CO2 Emissions From Council Operations
10. *Increasing Access to Employment (existing stretch target)*
11. Access to Employment for Social Housing Tenants
12. Access to Employment for People With Mental Health Needs
13. Income Maximisation Through Benefits (local priority)*
14. *Improving Processing Times for Housing and Council Tax Benefit (existing stretch target)*
15. *Smoking Cessation (existing stretch target)*
16. Substance Misuse
17. Tuberculosis (local priority)*
18. *Increasing Sports Participation in Adults (existing stretch target)*
19. Tackling Obesity
20. Reducing Teenage Conceptions
21. Reducing Number of Families in Temporary Accommodation
22. Number of Affordable Homes Delivered
23. Additional Homes Provided
24. Improving Educational Outcomes for BME Groups
25. Youth Crime Prevention
26. Reducing Childhood Obesity
27. Improving Outcomes for Looked After Children
28. *Healthy Schools (existing stretch target)*
29. *Extended Schools (existing stretch target)*
30. *Improving Educational Outcomes for Looked After Children (existing stretch target)*
31. *Increasing Young People's Sports Participation (existing stretch target)*
32. Effectiveness of Child and Adolescent Mental Health Service
33. Respite Breaks for Disabled Children
34. Increasing Self Directed Support
35. Services for Brent Carers
36. Move On
37. Reducing Delayed Discharges From Hospitals
38. *Increasing Volunteering (existing stretch target)*

* Additional local targets. Brent has 38 LAA priorities.